

**CAPACITY DEVELOPMENT WORKSHOP FOR EASTERN AFRICA REGIONAL  
CENTRES OF EXPERTISE**

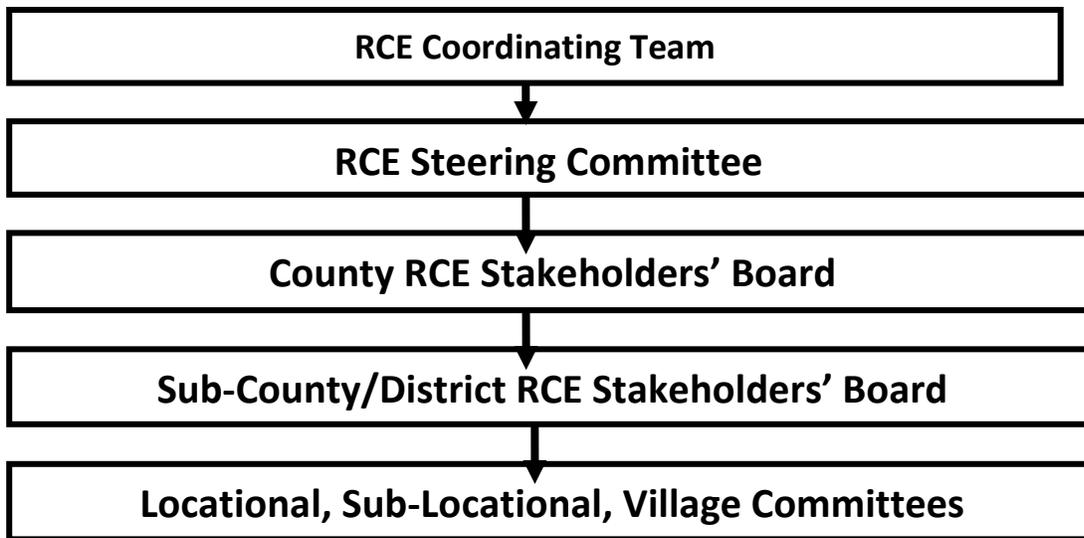
**THEME: Promoting Collaboration for Sustainability in Research and Development.**

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**EFFECTIVE LEADERSHIP OF RCE's, A CASE OF KAKAMEGA-WESTERN RCE**

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Since inception in 2009, RCE Kakamega-Western which is hosted in Masinde Muliro University of Science and Technology has sought to offer Effective Leadership to her members through her leadership Structure as outlined below.



**Major Sustainable Development Challenges in Western Kenya**

**A. Societal Challenges:**

- (i) Poor governance,
- (ii) corruption,
- (iii) bigotry towards cultural diversity,
- (iv) ethnic animosity,
- (v) gender inequality,
- (vi) HIV/AIDS scourge,
- (vii) incidence of malaria, TB & other communicable and non-communicable diseases,
- (viii) Injustice, human rights abuse, all forms of violence and increased insecurity, scolded lifestyles & behaviours,
- (ix) drug and substance abuse, erosion of cultural values & morals etc.,

## **B. Economic Challenges**

- Unemployment,
- poverty,
- corruption,
- poor living standards,
- inadequate investment infrastructure,
- rural /urban migration,
- corporate irresponsibility,
- inefficient & wasteful production systems,
- lack of accountability,
- unsustainable utilisation of natural resources,
- poor economic performance,
- poor policies, poor governments

## **C. Environmental Challenges:**

- Loss of biodiversity and forest cover,
- poor farming methods,
- land degradation,
- climate changes and variability,
- droughts,
- acute water shortages,
- poor waste management systems,
- pollution,
- natural disasters

A Winner sees an opportunity in every challenge while a Loser sees a challenge in every opportunity.

## **MAJOR SUSTAINABLE DEVELOPMENT OPPORTUNITIES**

Western Kenya has numerous Sustainable Development opportunities that need to be exploited for the purpose of improving the lively hood of its people, create food security and reliable income at household level:

Some of the opportunities are identified here under each pillar.

### **A. Societal Opportunities**

Opportunities in this area are about *governance and participation*

- Access continuity and completion rate to quality education
- Access to information
- Decision making
- Rules, rights, responsibility and obligation

- Stakeholders
- Security of tenure
- Owning responsibility
- Sharing and accountability
- Culture
- Political awareness and involvement
- By-laws, constitution and institutional mandates
- Dynamism of group development
- Youth and women groups
- CSOs ; CBOs and NGOs

## **B. Environmental Opportunities**

This could be looked at as an ecosystem carrying capacity

- On farm biomass
- Commercial tree farming
- Composting, recycling and re use
- Biodegradable packages
- Vitality and resilience
- Climatic endowment
- Tree planting culture and ownership
- Integration of water conservation with enterprise
- Increase on farm productivity
  - Revert to land use practices that are consistent with water conservation ethics
  - Avoid creation of chemical residues in the soils that lead to leaching, degrading of waterways, pollution and development of acidic soils
- Reverting to organic farming practices
  - Mulching
  - Composting
  - Cleaning, carrying, cutting, sweeping and stall left over
- Introduction of plant species that enhance soil fertility such as tithonia, sebania, leucana and calliandra

## **Economic Opportunities**

- Natural resource base and endowment
- Wide product range
- Value adding and processing
- Marketing exposure through exhibitions
- Human resource:
  - Knowledge
  - Skills
  - Entrepreneurship

- Commitment to service and outgoingness
  - Enthusiasm and willingness to learn
  - Positive culture and value for life
- Investment opportunities
  - Value adding product range
  - By products
  - Media
  - Technologies such as weaving and pottery
  - Information communication technology
- Farming
  - Fish farming
  - Bee keeping
  - Tree nurseries
  - Fuel wood
  - Restoring and rehabilitation

## **Standards, Governance and Policies**

### **ESD Vision of RCE Kakamega Western Kenya**

*To strengthen the regional goals of education and contribute towards the achievement of sustainable development and better quality of life for all*

### **Mission of the RCE Kakamega Western Kenya ESD strategy**

*To provide an enabling environment and capacity for all sectors to effectively contribute towards the achievement of sustainable development*

### **Broad Strategic ESD Objectives of the RCE Kakamega Western Kenya**

- To enhance the role of education and learning for equitable, efficient and sustainable utilisation of the country's resources.
- To promote quality education through diverse learning and public awareness for improved quality of life and productive livelihoods
- To promote teaching and learning that inculcates appropriate values, behaviour and lifestyles for good governance and sustainability.

### **CORE VALUES**

1. Servant hood
2. Righteous hard work
3. Integrity and Skillfulness (Excellence) where excellence means a call upon everyone in the team to:
  - i. Never settle for average performance
  - ii. Pay attention to detail

- iii. Remain committed to what really matters
  - iv. Display integrity and sound ethics
  - v. Show genuine respect for others
  - vi. Go an extra mile in all you do
  - vii. Demonstrate consistency
  - viii. Never stop improving
  - ix. Always give 100%
  - x. And to make excellence your lifestyle.
4. Holistic (total) Community Transformation is God's agenda
  5. A family unit built on Godly principles is a vital cell for Sustainable Community and National Development.
  6. Showing concern and care for the needy
  7. Transparency and Accountability
  8. Being committed to promoting hard work and better performance, raising awareness & Empowerment.
  9. In God all are one people
  10. Facilitation to stimulate RCE fellowships for community interaction and Discussion/ Conversation.
  11. Working together for Justice and Development with those differing with RCE's vision & goals respecting their stance through love while ensuring advance agreement is made between us to maintain sufficient safeguards against compromise.

### **MANDATES**

The RCE Kakamega Western through her Field (County) units acknowledges the following responsibilities:

1. Reorganizing communities at village level into RCE fellowships fostering the ESD identity.
2. Training to provide RCE fellowship members and staff with essential skills to guide community transformation activities.
3. Commitment to and promotion of holistic/total community transformation
4. Empowering communities at household levels especially in rural areas to know how to respond appropriately with confidence to the challenges that confront them.
5. Being non – political (i.e. unable to engage actively in partisan politics)
6. Leadership development – helping people develop their inner strengths to benefit the community and sustain the transformation process.
7. Providing an enabling environment for everyone to contribute or take part in their community development process.
8. Making the most of local skills and abilities.
9. Role modeling and healthy competition for achievement in community transformation process.
10. Providing administrative back-up for the coordination of all RCE fellowships' activities within the counties in Western Kenya.

11. Ensuring high level of accountability within the RCE fellowships particularly with regard to ensuring objectives are properly accomplished.
12. Stimulating communities towards solidarity for holding their future in their own hands.

## **EFFECTIVE LEADERSHIP**

### **What is Leadership?**

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

John C. Maxwell says Leadership is Influence, nothing more, nothing less.

### **Are leaders born or made?**

- Effective leaders develop through a never ending process of self-study, education and training.
- While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or her attributes or traits.
- Leadership can be developed by learning or application of innate skills such as belief, ethics, character, knowledge, and talents.

### **Leadership vs Management**

•Is there any difference? “Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. Managers push. Leaders pull. Managers command. Leaders communicate.” ~ Warren Bennis.

## **STYLES OF LEADERSHIP**

- Autocratic
- Democratic
- Laissez faire
- Transformational
- Transactional

An intersection of the first three make the perfect leader.

### **Roles of a Leader**

- Communicator
- Thinker
- Decision maker
- Team-builder
- Image builder

## **EFFECTIVE COMMUNICATION**

- Communication is any process in which people share information, ideas, and feelings.

- It involves not only the spoken and written word, but also body language, personal mannerisms and style – anything that adds meaning to a message.
- Effective communication occurs only if the receiver understands the exact information or idea that the sender intended to transmit.
- Leadership begins with communication and is pegged on a leader's ability to create a common understanding. (**Mary went to the market to buy murenda but came with fish**)

### **Key elements of communication**

- Source of the message
- Medium of the message
- Destination of the message
- Feedback

### **Strategies for Effective Communication**

- Effective communication can only be achieved if the communicator is knowledgeable of the background of his/her audience.
  - Be sure of what you want to say
  - State the message in a simple way
  - Avoid ambiguities
  - Make sure one's words and actions support each other
  - Have a feedback mechanism to evaluate the effectiveness
  - Choose the right forum and context

### **TEAM WORK AND TEAM BUILDING**

- Coming together is a beginning. Keeping together is progress. Working together is success. ~ Henry Ford
- $1 + 1 = 3$
- A team is a group of people with a high degree of interdependence geared towards the achievement of a common goal.
- Leaders should not think of themselves as simply managers, supervisors, etc.; but rather as "team leaders."

### **Benefits of Teams**

1. Teams maximize the organization's human resources
2. A Team's output is superior, even when the odds are not in its favour
3. There is continuous improvement

### **MANAGING FOR RESULTS**

"If we have **strategic planning** without **performance measurement**, we know that we are going in the right direction, but do not know whether we are getting to where we want to go. **If we have performance measurement without strategic planning**, we know how fast we are going, but do not know whether we are going in the right direction". ~ Anonymous

•Managing for Results (MFR) is a **strategic planning, performance measurement, and budgeting process** that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in programs.

•The key to managing for results is to measure the results of the processes, rather than the processes themselves.

### **Important questions**

- Are you measuring how your team is getting to a result?
- Is it measurable?
- Is it an outcome or a milestone?

### **Points to consider in MFR**

- Managers must have clear goal with results measured against these goals
- Managers are given flexibility in using resources and are held accountable
- Operational authority is devolved from central agencies to operating levels
- Decisions & controls must focus on outcome, not inputs and activities

### **Importance of Measuring performance**

- A results focus really limits micro-managing because you are not involved in other people's processes.
- The team members must own their own results and develop a sense of responsibility
- It makes measurement impartial--the numbers speak for themselves.

**Thank you All**